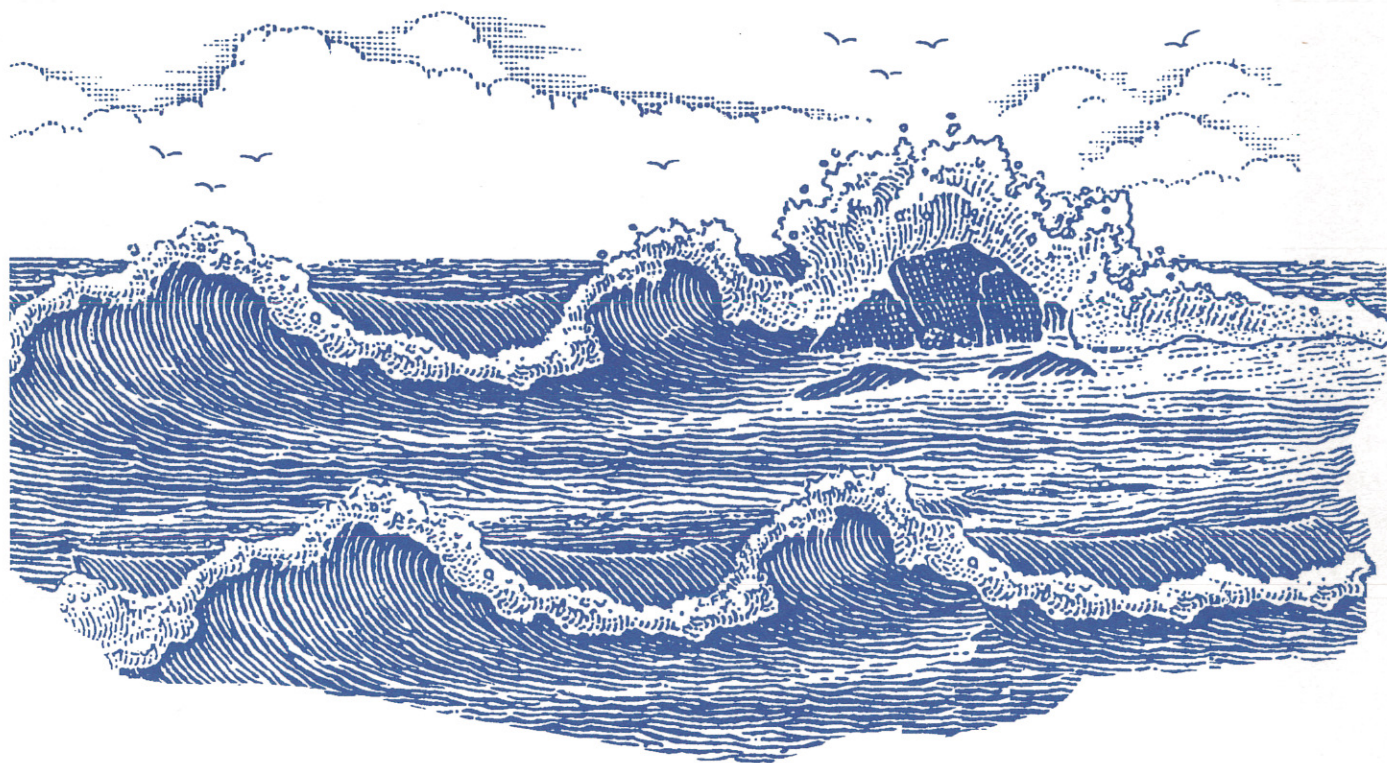
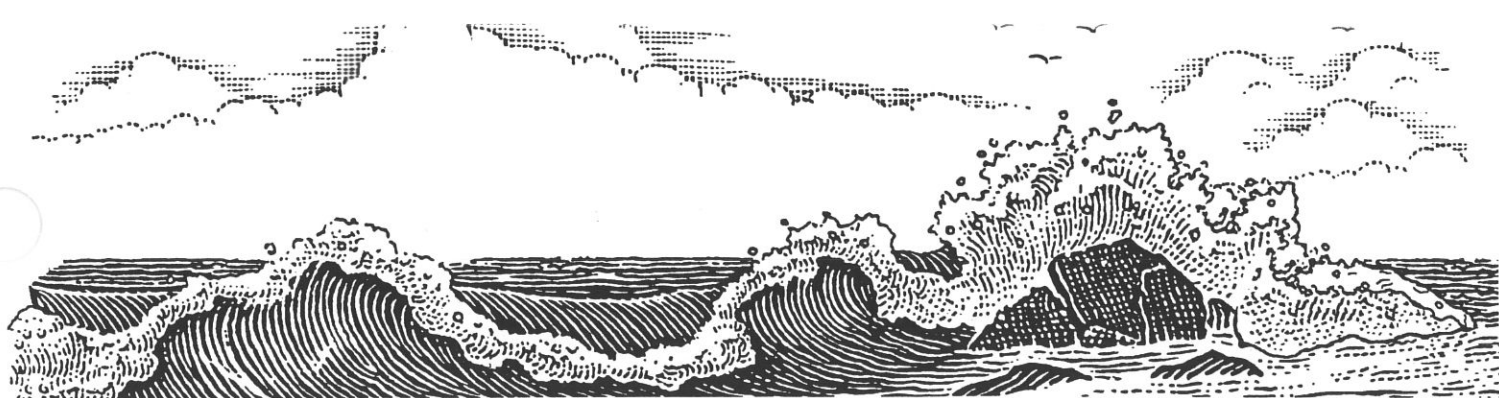


Navy Nurse Corps Strategic Plan



Charting New Horizons



Navy Nurse Corps Strategic Plan

Introduction

Strategic planning requires that we look to the future. Having done that, we see a future health care system that is driven by the needs of our customers—with diversified and empowered nurses at the forefront. In order to make this a reality, we must examine the way we do business and restructure the way we deliver care. We must map out step-by-step how to effect change. Through collaborative efforts, we have developed the Nurse Corps Strategic Plan—a plan that applies to every active duty and reserve member of our Corps.

Historical Perspective

The initial strategic planning task force, formed in February 1992, relied on existing tools for direction: the Nurse Corps' *Project 2000*, the *FY92 Nurse Corps Goals and Objectives*, the *Blueprint for Navy Nursing*, and Navy Medicines' *Journey to Excellence*.

Composed of a cross-section of junior and senior members of the Nurse Corps, the task force included clinicians, educators, administrators, directors of nursing services, those in executive medicine, reservists, and minorities. A Nurse Corps officer from the Naval Medical Quality Institute served as facilitator.

The first task was to draft the Nurse Corps Vision, Mission, and Guiding Principles. This draft was presented at the 1992 Nurse Corps Executive Conference (NCEC), then widely disseminated throughout the Nurse Corps for feedback. The response was tremendous! The task force carefully and painstakingly discussed concerns and recommendations and made changes based on the input. The final version was distributed to the Directors of Nursing Services in September, and published in the November 1992 *Director's Update* for all members of the Corps.

Beyond the vision, mission, and guiding principles, a strategic plan is composed of goals, strategies, objectives, elements, and tasks. This strategic plan and its components provide the framework to guide us to our vision. A gap analysis completed by the 110 participants of the 1992 NCEC served as the foundation for this plan. Comparing the Nurse Corps of 1992 to the Nurse Corps envisioned in the year 2000, the gap analysis revealed political, economic, professional, technological, and societal issues affecting the Nurse Corps. Using multiple iterations of affinity diagramming, the task force distilled the 260 issues into major areas of concern which became the seven strategic goals. Further grouping of issues in each major area produced the supporting strategies and

objectives. The strategic goals, strategies, and objectives were disseminated to the Nurse Corps for review and comment. Changes based on that input were incorporated into this final edition, presented at the 1993 NCEC, and disseminated to members of the Nurse Corps for implementation. Issues not specifically included at the level of strategies or objectives and input related to supporting elements, have been preserved and will be provided to the implementation working groups.

Perspective of the Document

The *Journey to Excellence* is the strategic plan for the Navy Medical Department and provides a framework for action. The Navy Nurse Corps Strategic Plan supplements and complements that document. We share responsibility for achieving the goals in *Journey to Excellence* and have not duplicated them. Terms used, including *customer*, are consistent with definitions found in *Navy Medical Department Total Quality Leadership Terminology*.

This strategic plan reflects our commitment to the principles and processes of Total Quality Leadership (TQL). TQL is implicit throughout our plan; therefore, the task force made a deliberate decision not to include a specific TQL goal.

The success of this plan requires the involvement of every member of our Corps. To clarify responsibilities for action, specific referents are as follows:

Director, Navy Nurse Corps, denotes headquarters staff.

Navy Nurse Corps and *We* denote each and every active duty and reserve Nurse Corps officer. Both individual and collective responsibility indicate the need for teamwork.

Each Nurse Corps officer, denotes individual responsibility.

Assumptions

The following assumptions are implicit in our plan:

1. As naval officers, we personify the Navy core values of honor, commitment, and courage.
2. The Navy Nurse Corps is an integral part of the Navy Medical Department—a component of the Military Health Services System. Members of the Navy health care team include active and reserve Nurse Corps officers, technical nurse warrant officers, civilian, and contract nurses, hospital corpsmen, and other medical department personnel.
3. We support the combined vision for the Navy and the Marine Corps as outlined in ...*From the Sea*. We are a Navy in transition, ruled by change.
4. Our goals are interrelated, at times creating overlapping strategies and objectives, which serve to reinforce key concepts.
5. Leadership is the process by which we continually improve the quality of our Corps and is the responsibility of every member of the organization.
6. We, as nurses, are positioned to play a key leadership role in the transformation of health care.



Vision

We are the Navy Nurse Corps.

Diversified and Empowered,

We are the Vanguard of Nursing.

**We Optimize the well-being of our
customers** by positively influencing every aspect of
health care.

Navy Nursing is Nursing Excellence!

Mission



Our Mission Is Professional Nursing in operational and conventional settings.

WE are the providers of nursing care.

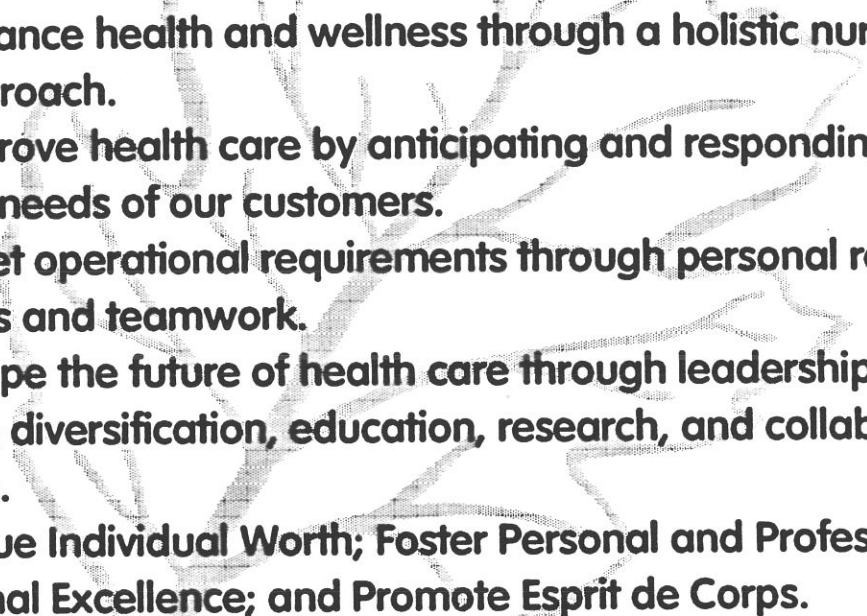
WE lead, teach, and guide those who assist us in meeting the needs of our customers.

WE serve in a wide variety of roles that support the mission of the Navy Medical Department.

Guiding Principles

WE ARE Naval officers whose expertise is professional nursing.

WE:

- 
- Enhance health and wellness through a holistic nursing approach.
 - Improve health care by anticipating and responding to the needs of our customers.
 - Meet operational requirements through personal readiness and teamwork.
 - Shape the future of health care through leadership, role diversification, education, research, and collaboration.
 - Value Individual Worth; Foster Personal and Professional Excellence; and Promote Esprit de Corps.

WE Accomplish This Within an Environment Distinguished by:

| | | |
|--------------|-------------|------------|
| Collegiality | Commitment | Compassion |
| Creativity | Empowerment | Equity |
| Innovation | Integrity | Mentoring |
| | Risk-taking | |

Goal 1

The Navy Nurse Corps will support and contribute to operational readiness for peacetime and wartime contingencies.

Executive Summary

Navy Nursing is unique in its responsibility for the delivery of professional nursing care in peacetime and wartime environments. Our commitment is to maintain personal and professional readiness to meet any operational contingency. Our involvement in operational planning and training programs for ourselves and hospital corpsmen assist the Navy Medical Department in meeting its mission.

Strategy 1.1

We will participate in operational readiness planning and implementation.

- **Objective 1.1.1**

Every Nurse Corps officer will be knowledgeable of their mobilization assignment, required training, and satisfy all readiness criteria.

- **Objective 1.1.2**

We will develop and support emerging roles for nurses in peacetime and wartime scenarios.

- **Objective 1.1.3**

We will be involved in the planning for operational readiness requirements including manpower, supplies, and equipment.

Strategy 1.2

We will identify, provide, and evaluate training opportunities in preparation for operational readiness roles.

- **Objective 1.2.1**

The Director, Navy Nurse Corps will initiate curriculum review in coordination with Chief, Naval Education and Training and other corps chiefs and directors to identify and ensure appropriate operational readiness content for Officer Indoctrination School and Naval Reserve Officers Training Corps students.

- **Objective 1.2.2**

The Director, Navy Nurse Corps in coordination with the Surgeon General of the Navy (N093) will identify training requirements for mobilization and operational assignments.

Strategy 1.3

We will assist in preparing hospital corpsmen for their operational roles.

- **Objective 1.3.1**

We will be familiar with operational role expectations for hospital corpsmen.

- **Objective 1.3.2**

We will provide opportunities for hospital corpsmen to learn and apply skills for operational roles.

Goal 2

Our practice of nursing will be customer-focused and research-based.

Executive Summary

Our nursing practice takes place within a dynamic health care system and is influenced by professional standards, mission-specific requirements, and research. We must be involved in the systems that affect our ability to provide state-of-the-art care. Our advanced and expanded roles ensure our customers receive the full benefit of our nursing expertise.

Strategy 2.1

The Navy Nurse Corps will adapt and consistently apply professional standards to nursing practice in all settings.

- **Objective 2.1.1**

We will forecast and monitor changes in practice standards, adapt policies, and adjust resources and education requirements accordingly.

- **Objective 2.1.2**

We will recognize the diversity and promote application of nursing theory and models as a framework for practice in all settings.

Strategy 2.2

We will foster innovation and expand our nursing practice.

- **Objective 2.2.1**

We will advance nursing's role in health care delivery.

- **Objective 2.2.2**

We will develop a career pathway for advanced clinical practice roles.

- **Objective 2.2.3**

We will define and establish requirements and develop career pathways for expanded roles.

- **Objective 2.2.4**

We will expand the role of the Chief, BUMED's specialty advisors to provide for optimal use of their professional knowledge and expertise.

- **Objective 2.2.5**

We will require contingency-related nursing competencies.

Strategy 2.3

The Navy Nurse Corps will support research as integral to nursing practice and health care delivery.

- **Objective 2.3.1**

We will invest in, conduct, apply, and publish research.

- **Objective 2.3.2**

We will validate the efficacy of nursing intervention, procedures, and techniques through research.

- **Objective 2.3.3**

We will use research findings to measure patient outcomes and determine the cost-effectiveness of nursing practice.

Strategy 2.4

We will promote a culture conducive to nursing excellence.

- **Objective 2.4.1**

The Navy Nurse Corps will require a Bachelor of Science Degree in Nursing as minimum entry level preparation.

- **Objective 2.4.2**

We will collaborate with internal and external customers on health care policy issues and procedures.

Goal 3

The Navy Nurse Corps will nurture a corporate culture that values the dignity and worth of each individual.

Executive Summary

We are a culturally diverse corps united by a common vision. We recognize the strength of our Corps depends on the health and well being of our members. Initiatives discussed in this goal will assist us in developing a corporate culture that values the dignity and worth of each individual. We are committed to caring for the caregiver.

Strategy 3.1

The Navy Nurse Corps will accept and promote cultural diversity for the strength and unity it brings to the organization.

- **Objective 3.1.1**

We will have zero tolerance for personal or professional discrimination, abuse, or harassment.

- **Objective 3.1.2**

Every Nurse Corps officer will support Navy affirmative action initiatives.

Strategy 3.2

The Navy Nurse Corps will identify and support quality of life measures for all members.

- **Objective 3.2.1**

We will recognize that *quality of life* encompasses a wide range of needs and benefits that vary in importance to each individual.

- **Objective 3.2.2**

All Nurse Corps officers will identify quality of life deficits and initiate resolution through the appropriate chain of command.

- **Objective 3.2.3**

We will participate in advisory groups to support quality of life initiatives.

- **Objective 3.2.4**

We will afford our members maximum support for health promotion activities.

- **Objective 3.2.5**

We will recognize and respond to the need for psychological well-being of our members in light of changing force structure and mission requirements.

Strategy 3.3

The Navy Nurse Corps will collaborate with our external and internal customers to identify ethical issues that affect health care delivery and provide a framework for action when faced with ethical dilemmas.

- **Objective 3.3.1**

All Nurse Corps officers will be attentive to ethical considerations inherent in their environment.

- **Objective 3.3.2**

We will support interdisciplinary ethicist networks to advise on complex issues.

Goal 4

Every Nurse Corps officer will actualize the leadership qualities which epitomize excellence.

Executive Summary

Leadership is the responsibility of every Nurse Corps officer. Clear role definition, corps identity, and organizational savvy are critical to effective leadership. Officers at all levels must be provided opportunities and seek experiences, education, and training necessary to be military and nursing leaders.

Strategy 4.1

The Navy Nurse Corps will be the expert source for defining the role and practice of nursing within the Department of the Navy.

- **Objective 4.1.1**

We will be present and have a vote where health care initiatives are addressed and determined.

- **Objective 4.1.2**

Every Nurse Corps officer will be recognized for their capability and fully empowered to act within the scope of their authority and responsibility.

Strategy 4.2

Every Nurse Corps officer will have the opportunity to realize their full leadership potential in all roles.

- **Objective 4.2.1**

We will recognize every individual's potential to assume progressive leadership responsibilities and provide opportunities for their development.

- **Objective 4.2.2**

We will provide for the continuum of leadership training to all Nurse Corps officers.

- **Objective 4.2.3**

Nursing leaders will recognize, advocate, and value various career pathways.

Strategy 4.3

The Navy Nurse Corps will foster collegiality and mutual respect.

- **Objective 4.3.1**

We will acculturate new active duty and reserve members into the Navy Nurse Corps and uphold our unique identity as nurses and naval officers.

- **Objective 4.3.2**

We will collaborate with all members of the health care team.

- **Objective 4.3.3**

We will continue to integrate active duty and reserve nurses by recognizing the contributions they bring to the corporate culture.

Strategy 4.4

The Navy Nurse Corps will be involved and progressive in all aspects of manpower and personnel management.

- **Objective 4.4.1**

We will understand and articulate force structure issues and the reasons for changes.

- **Objective 4.4.2**

We will be innovative in using all personnel resources and will create new ways of doing business with our changing demographics.

- **Objective 4.4.3**

We will be visible and progressive in all aspects of personnel management to include retention, mentoring, evaluation, and career counseling.

Strategy 4.5

The Navy Nurse Corps will emphasize individual responsibility for training, supervising, mentoring, and evaluating hospital corpsmen.

- **Objective 4.5.1**

We will be knowledgeable in enlisted personnel matters.

- **Objective 4.5.2**

We will understand, encourage, and facilitate their enriched career opportunities.

Goal 5

The Navy Nurse Corps will participate in political systems and decision-making processes to shape our mission and advance nursing.

Executive Summary

Health care policy determinations envelop a multiplicity of political spheres. Nursing professionals possess experience, knowledge, and vision to ensure health care decisions are effective, appropriate, and future-focused. Navy Nurse Corps officers must be involved in these processes at unit, facility, claimancy, and national levels.

Strategy 5.1

The Navy Nurse Corps will recognize and understand political processes at all levels.

- **Objective 5.1.1**
We will learn and use positive influencing strategies.
- **Objective 5.1.2**
We will establish networks and formal positions within our political spheres of influence.

Strategy 5.2

Navy Nurse Corps expertise will be clearly evident in guiding the direction of health care.

- **Objective 5.2.1**
Nurse Corps officers will participate in developing policies and practices at all decision-making levels.
- **Objective 5.2.2**
We will use every opportunity to be proponents for nursing.
- **Objective 5.2.3**
We will collaborate with other health care services.
- **Objective 5.2.4**
We will participate in professional nursing activities.

Goal 6

The Navy Nurse Corps will have access to quality education and training to foster personal and professional excellence in a multiplicity of roles.

Executive Summary

Education is the cornerstone of our Corps. Planning and implementing innovative educational strategies will assist us in achieving personal and professional excellence.

Strategy 6.1

The Navy Nurse Corps will develop and implement a plan to prepare members for their evolving responsibilities.

- **Objective 6.1.1**
We will support and create opportunities for our diploma Nurse Corps officers to complete a baccalaureate degree.
- **Objective 6.1.2**
We will support and create opportunities for Nurse Corps officers to complete graduate and postgraduate education in consonance with increasing responsibilities.
- **Objective 6.1.3**
We will encourage continuing education to enhance professional growth.
- **Objective 6.1.4**
We will recognize national certification as a benchmark of knowledge.
- **Objective 6.1.5**
The Director, Navy Nurse Corps will identify and establish clinical and other educational fellowships.
- **Objective 6.1.6**
We will explore mechanisms to help clinicians assigned outside their specialty maintain their expertise.

Strategy 6.2

The Navy Nurse Corps will distribute education resources to meet our diverse requirements.

- **Objective 6.2.1**

The Director, Navy Nurse Corps will develop personnel management strategies which maximize the return on investments in education.

- **Objective 6.2.2**

We will coordinate with the Navy, other Services, and the community to consolidate training assets to maximize the quality and utilization of resources.

- **Objective 6.2.3**

The Director, Navy Nurse Corps will explore with the Chief of Naval Personnel the use of sabbaticals for educational endeavors.

Goal 7

The Navy Nurse Corps will participate in the resourcing process.

Executive Summary

Wise planning and use of personnel, funds, materiel, informatics, and systems can only be achieved by individuals who thoroughly understand the process of negotiation, procurement, and distribution of resources. Each Nurse Corps officer must be an astute resource manager to be an active participant in global planning.

Strategy 7.1

The Navy Nurse Corps will determine and defend requirements, and distribute resources based on objective measures.

- **Objective 7.1.1**
We will understand and be involved in efficient use of personnel, funds, materiel, systems, and facilities.
- **Objective 7.1.2**
We will use accurate patient acuity measurement, evaluation of nursing impact on patient outcomes, and cost-benefit analyses as bases for decisions.
- **Objective 7.1.3**
We will articulate force structure needs and recommend changes based on historical data, mission, and future vision.
- **Objective 7.1.4**
We will wisely invest human resources to achieve long-term objectives by assigning nurses to all levels of health care planning.

Strategy 7.2

Every Nurse Corps officer will increase knowledge, access, and use of information systems.

- **Objective 7.2.1**
The Director, Navy Nurse Corps will determine the requirements, identify billets, and prepare Nurse Corps officers at the graduate level in information systems.
- **Objective 7.2.2**
We will identify the requirement for compatibility and interoperability of information systems.

- **Objective 7.2.3**

We will use information resources of the Navy, civilian sector, and other Services.

- **Objective 7.2.4**

We will use and evaluate the available tools and databases to analyze data to determine trends and project needs.

- **Objective 7.2.5**

We will integrate applicable automated information systems into all practice settings.

Strategy 7.3

The Navy Nurse Corps will continuously evaluate changes within society, the global health care system, and nursing practice as a foundation for resource decisions.

- **Objective 7.3.1**

We will monitor demographics and use the associated patient care data and costs to determine and justify how nursing assets are obtained and distributed.

- **Objective 7.3.2**

We will work within the Navy and Marine Corps, and with community and other Services, to maximize available resources to provide quality care.

Conclusion

The Nurse Corps Strategic Plan charts the course to our future. It provides the focus and framework for improvement, a reference point for decision making, and a means for assessing progress. It is not intended to stand alone, but is interdependent with the *Blueprint of Navy Nursing* and the *Nurse Corps Career Counseling Guide*.

This strategic plan is visionary and not historical. As such, it will change over time. For that reason, this living document is presented in a format that accommodates change.

This is our vision for change—it belongs to all of us—it begins with each of us—it begins with you.



**Man cannot discover new oceans unless
he has courage to lose sight of the shore.**

Andre' Gide

